



## QUESTIONS FOR CONNECTICUT AIRPORT AUTHORITY BOARD OF DIRECTORS NOMINEE

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### CONNECTICUT AIRPORT AUTHORITY (CGS § 15-120bb)

- CAA is a quasi-public agency responsible for developing, improving, and operating Bradley International Airport, the state's five other general aviation airports, and any other airports CAA subsequently owns, operates, and manages.
- CAA powers and duties include executing contracts, borrowing money, issuing bonds, and hiring employees.
- It is governed by an 11-member board comprised of gubernatorial and legislative appointees and state officials.

### QUESTIONS

#### *General*

1. You are being re-nominated to the CAA board. What challenges did the board face during your first term? What were your biggest successes? What are your priorities for the upcoming term?

#### *CAA's Quasi-Public Structure*

1. Describe how the management and operations of Bradley and the other airports changed after the Department of Transportation (DOT) transferred these functions to CAA.
2. How does CAA's board measure and assess the authority's performance? How does it know whether the authority is successfully addressing the problems or issues that prompted its creation?

## ***Airline Industry Outlook***

1. What are the latest trends in the airline industry? For example, are the airlines consolidating routes? Are ticket prices going up?
2. Bradley has recently worked with airlines to get daily flights to Los Angeles and Ireland. How are these new routes important to Bradley and the state? Are they worth the potential costs to the state? What other routes should the airport seek? How does the authority make these decisions, and what factors does it consider?
3. How does CAA identify and assess commercial aviation trends? How does it use that information in its capital improvement plans?

## ***Airport Operations***

1. How do Bradley and the other general aviation airports compare to similar airports in other states? Which airports are Bradley's chief competitors and what can Bradley learn from them?
2. How well are the airports marketing themselves? What is the size of the airports' potential market and what is their share of that market? What does CAA need to do to increase the airports' market share?
3. What are the airports' principal revenue sources? Are they generating enough revenue to cover current and future operating costs, build capital reserves, and secure future CAA bonds?
4. How do the airports' rates and fees compare to those in the surrounding states?

## ***Integrated Transportation System***

1. Airports, like seaports and bus and train stations, are facilities connecting travelers or goods to other means of transportation. What are the obstacles facing people and businesses traveling to and from the airports?
2. How does CAA ensure that its capital projects are coordinated with the state's other transportation projects?

3. According to the Department of Transportation, the New Haven-Hartford-Springfield line will start running in early 2018. How will this affect Bradley and its development? What impact will it have on the use of the airport, and how is Bradley planning for this? What role should CAA have in helping coordinate service between rail line and the airport? How can Bradley take advantage of the rail line to further its own goals?
4. How are energy costs affecting air travel and airport operations? How do these costs compare with those associated with bus, truck, rail, and ship transportation?

### ***Economic Development***

1. Has Bradley spurred new development? What kinds of businesses have sprung up around the airports?
2. Does the Bradley airport development zone work? Has business development picked up after the zones' designation? Does the development complement the airports?
3. Generally speaking, CAA is limited in the amount of staff time and money it can spend on economic development activities. For example, recent legislation transferred airport development zone administration to the Department of Economic and Community development because the Federal Aviation Administration determined that CAA's administration of the program constituted an unlawful diversion of federal aviation funds. How do you think CAA can work within these constraints to spur economic growth around Bradley and throughout the state?
4. How do the state's airports promote tourism? Do they showcase Connecticut's cultural and natural attractions? How many out-of-state tourists come through our airports and how many are bound for Connecticut destinations? Is it easy or hard for them to get to those destinations?

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